



HQ Air Force Personnel Center



Force Development Execution Update

***Force Management and
Analysis Division***

Overview

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- Where we are going - Doctrine
- How far we've come
 - DT Mission and Feedback
 - Developmental Education (DE) Process
- What we are working on
 - Officer
 - Enlisted
 - Civilian
 - Reserve/Guard
- Summary

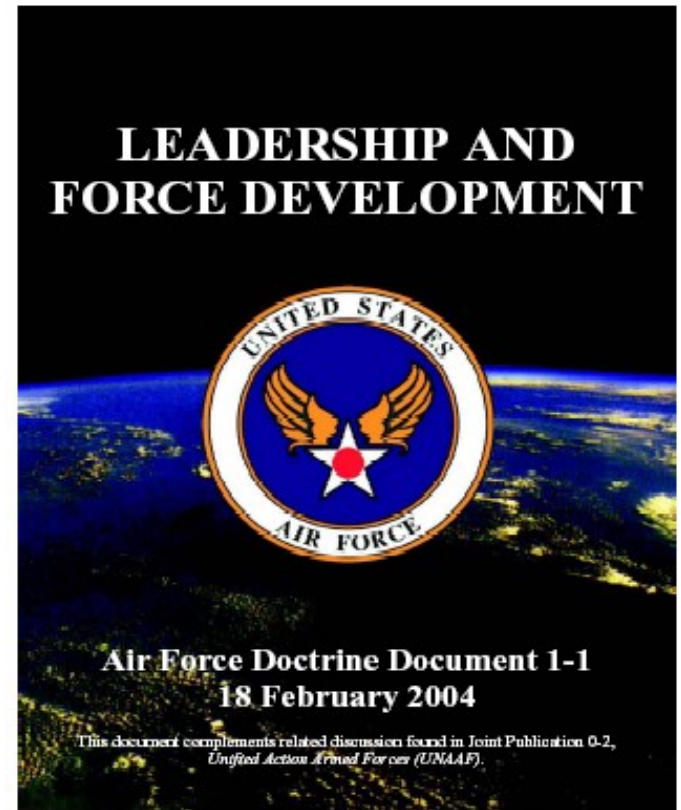
Force Development Doctrine

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Development

"The series of experiences and challenges, combined with education and training opportunities that produce AF leaders."

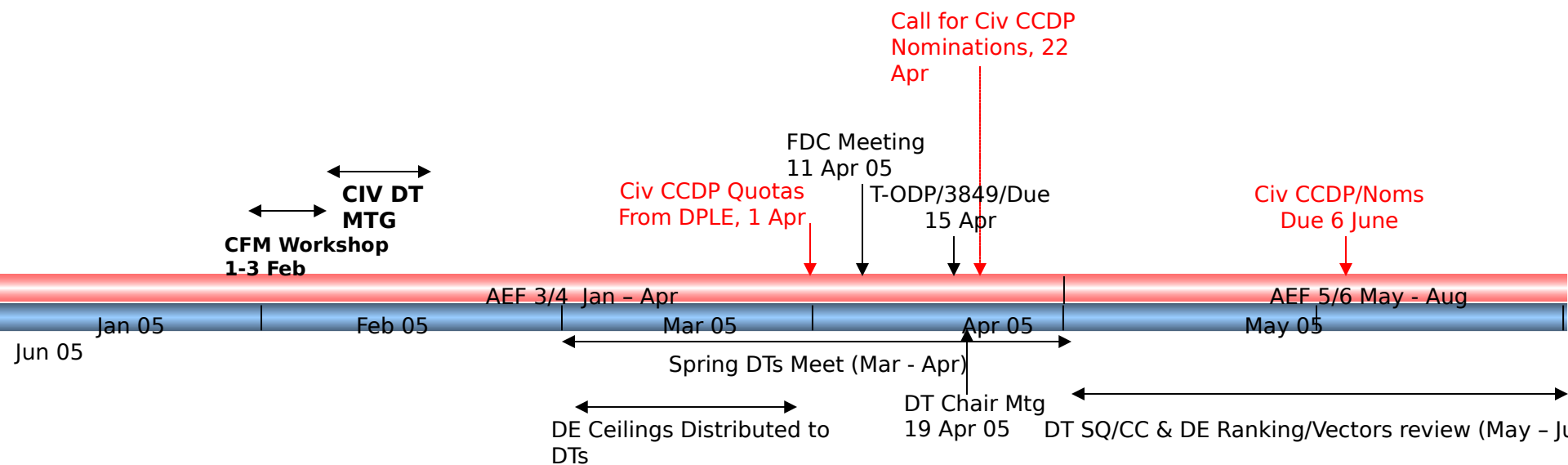


Force Development

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- Working Toward ...
 - “Wider” Perspective
 - Systemic, Deliberate Development
 - Develop Necessary Skills and Enduring Competencies
 - Interchangeable Senior Leaders
 - Better Team Builders



Spring Officer Assignment Cycle (Sep - Oct)
RNLTDs Feb -May

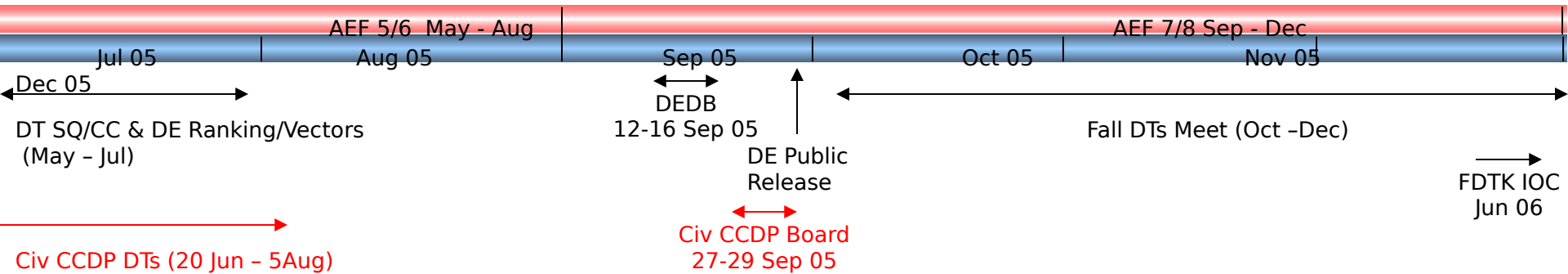
Summer Officer Assignment Cycle (Jan - Mar)
RNLTDs Jun - Sep

Fall Officer Assignment Cycle (May - July)
RNLTDs Oct - Jan

Civ CCDP DTs (20 Jun - 5Aug)

Force Development Timeline (Jul - Dec)

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How Far We've Come

Active Duty Officers

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- New division dedicated to Force Development
 - Functional and Analytical staffs
- Standardization introduced into DT process
 - Time frames for DTs
 - Guidelines for conducting DE DTs
 - DT guides published
- Automation tools designed for DTs
 - Group Systems / DeHaan Model
 - Batch processing of DT feedback to officers in T-ODP
- Force Development Web site on-line
- New DT conference center at AFPC
- Developed methodology for requirements

Standardized DT Schedule

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DT

TIME FRAME

CONTENT

**SUMMER
EDUC**

MAY - JUL

DEV

SQ/CC

FALL

NOV - DEC

VECTOR

SPRING

MAR - APR

VECTOR

Highly recommended that all DTs meet at

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Development Team

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Deliverables:

□ Assignment Vectors

- Provide “level” of next assignment (not specific position)
- Identify officers for special programs (USAFA AOC, EWI, etc)

□ Squadron CC Board*

- List of officers to serve as functional commanders
- Cross functional look at CC candidates for Trng and Recruiting SQs
- Looking at similar processes for key civilian positions

□ DE Nomination

- Prioritized listing of officers to meet DEDB
- Provides school vector and corresponding follow on
- DT vectors used by civilian IDE/SDE Selection Board

*Space and rated community SQ/CC process not under DTs yet

Feedback From DTs

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- DT process has significantly improved
 - Advances in technology are outstanding
 - Introduced standardization into the process
- Some reaction to standardizing the DT process
- Policy guidance from the Force Dev Council
- Define role for MAJCOMs in the FD process

Feedback From DTs

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- **Officers missing T-ODPs, incomplete records**
- **Link Personnel programs to force development**
 - Promotions, Assignments, Evaluations
- **Senior Raters need to make quality cuts/stratify**
 - Process for DT feedback to Senior Raters
- **Decouple IDE/SDE selection from promotion boards**
 - Saw value added in letting DTs decide on school

2004 Developmental Education Process

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First time functional communities had direct input into who was selected for DE!

- DTs rank ordered their nominees (selects and candidates)
 - Provided up to 3 vectors for school
 - Special school consideration included follow on assignment vectors to justify

Developmental Education Designation Board (DEDDB)...

- Gathered all nominees based on ranking status in relation to ceiling size
- Prioritized school selection based on number of available quotas
- Top ranked officers matched based on DT vector and school priority as it was available

Officer Force Development: DEDB Comparison

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Oct 2003 DEDB Considerations:

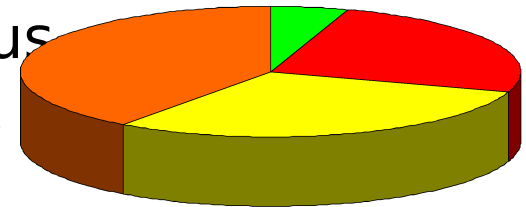
40% Senior Rater (SR) Stratification

30% Timing/Yr Gp/PME qual/Preferences/etc

25% Candidate vs. Non-Candidate status

5% School Career Field Demographics

100%

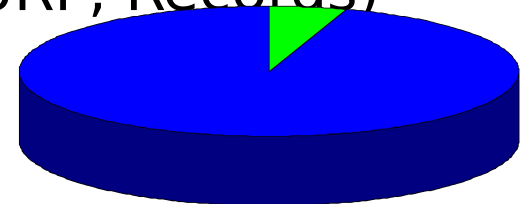


Oct 2004 DEDB Considerations:

95% DT officer evaluation (AF 3849, SURF, Records)

5% School Demographics

100%



DEDB: Development Team Success

Example

14

Feedback from the DEDB

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- Here's what the DEDB did with the DT recommendations

IDE **SDE**

1st Vector **74%** **69%**

2nd Vector **14%** **12%**

3rd Vector **6%** **8%**

None **6%** **11%**

Received at least 1 of 3 vectors: 94% 89%

How Far We've Come Civilian

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- AFPC Civilian functions reorganized around Career Field Management
 - All civilians assigned to 1 of 17 career fields
 - Analytical staff assigned to DPK to support force analysis
- Career Fields have convened a DT or will early CY05
 - Many DTs considering joint officer/civilian issues
 - Civilian DTs mirror the military in form and process
 - DT vectors used by civilian FY04 IDE/SDE Selection Bd
- First steps taken to centralize filling of key civilian positions
 - Similar to Command Screening Board
 - Precedent set by AFSLMO with GS-15 Leadership Development Program

What We Are Working On

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- Officer Force Development
 - The Evolution of Vectoring
 - Introduction of the Steady State
 - Summer 05 Developmental Education Process
 - Force Development Advisors
 - Career Planning Diagrams
 - Force Development Tool Kit
 - Educating the Force
- Civilian Force Development

The Evolution of Vectoring

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Initial Vectors

JCS	Air Staff	
Joint Other		Dep Gr
SQ CC*	DE*	
MAJCOM	Wing/Base Duty	
NAF/SPO/Ctr	FOA/DRU	
AF-lvl Instr		Ops Of
Cross Flow		DA
Needs of AF		ASG
Pol/Mil	Green Door	
[+4 Chaplain Vectors]		

Developmental Assignments

- Based on GO reqt
- 2 yrs outside core
- 320 steady state
- Primarily IDE grads

06 Requirements

- Teamed with AFSLMO and RAND
- Experience documented
- CFM involvement

Goal: Vector to requirements

Requirements

18

* Special selection panel vectors

Steady State Vision

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- Break the “next assignment mindset”
- Establish long range institutional AF vectors based on needs
 - Drive the DE requirements
- Vectors direct long term officer development
 - May/may not be fulfilled next assignment

Steady State will take time to vet through all the year groups

Summer 05 DE Process

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- DTs meet May – July 2005 at AFPC
 - Civilian DE DTs will meet in this same timeframe
- DEDB: 22-26 Aug 05
 - Use same process as Oct 04 board
- FDC to approve DE Ceilings Methodology by career field
 - Number of selects
 - Total number of eligibles
 - ★ ***Removed historical average from the equation***
- CCDP (Civilian DE) Board: Sep 05

Force Development “Advisors”

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- Environment
 - Force Development and Force Shaping critical tools driving future shape of AF
 - “Advisory” role for Manpower/Personnel community

- HQ AF/DP Decision: Place 36P officers at strategic positions to more effectively support FD/DT issues
 - First five to be selected for assignment this summer
 - Placed with select DT Chairs

Career Planning Diagrams

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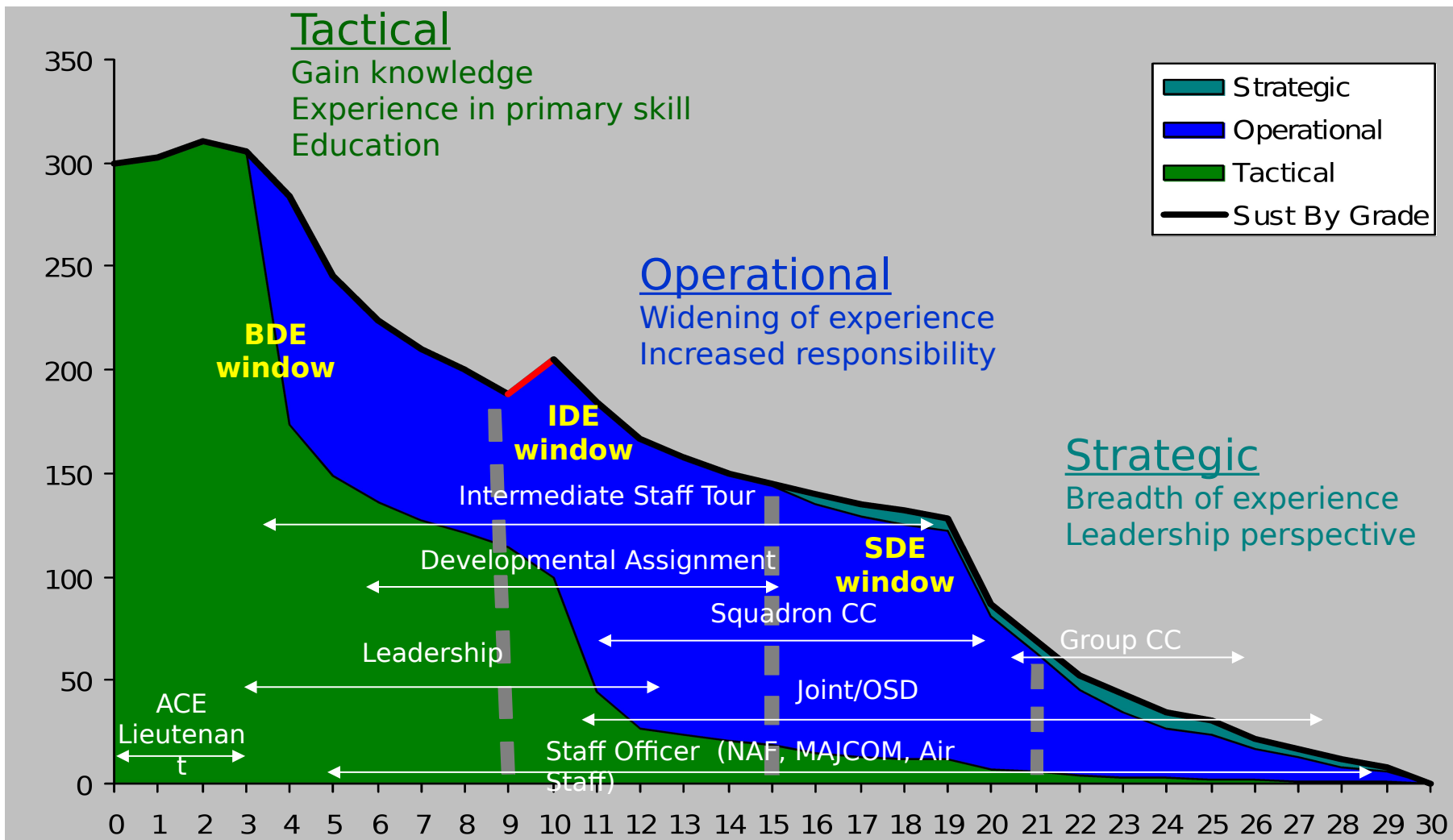
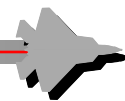


- Need CPD that is relevant to officer in the field as well as CFM
- Went from old pyramid to complex sand charts with dual sustainment lines
 - Required detailed guidance to understand
 - Strategic/Operational/Tactical data not standardized – could be viewed as must fill square
- Considering merging the “old” with revised version of “new” to be more meaningful ...

Current CPD

(33S Communications and Information)

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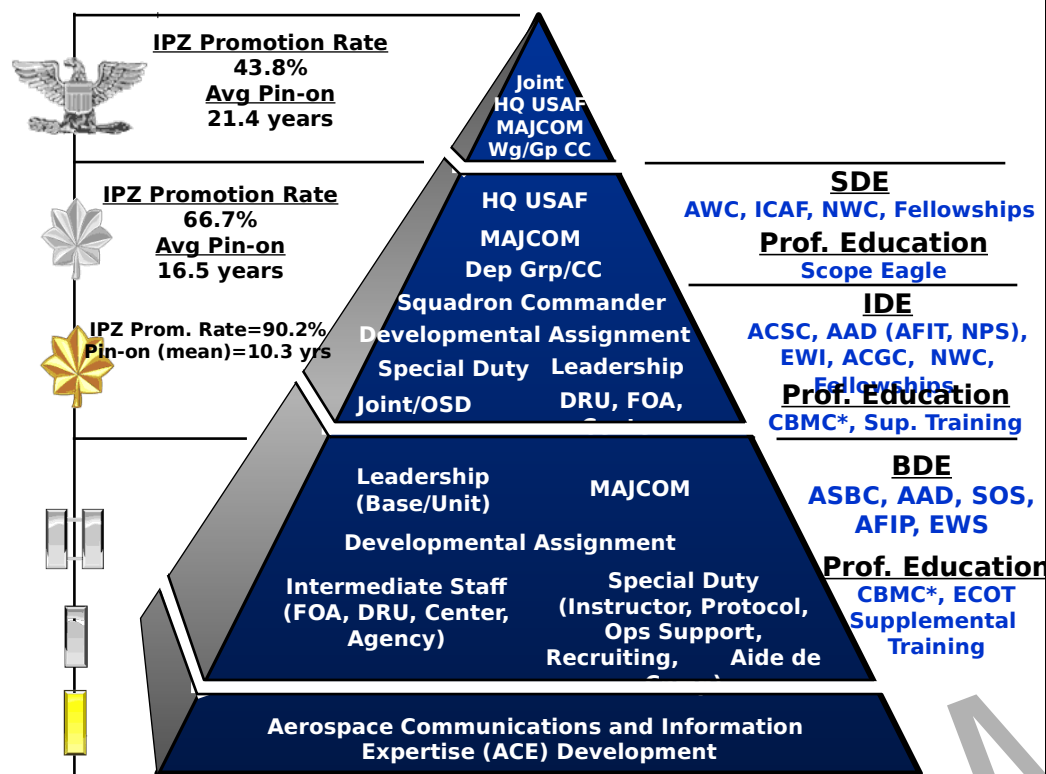


Revised CPD

(33S Communications and Information)

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Career Pyramid

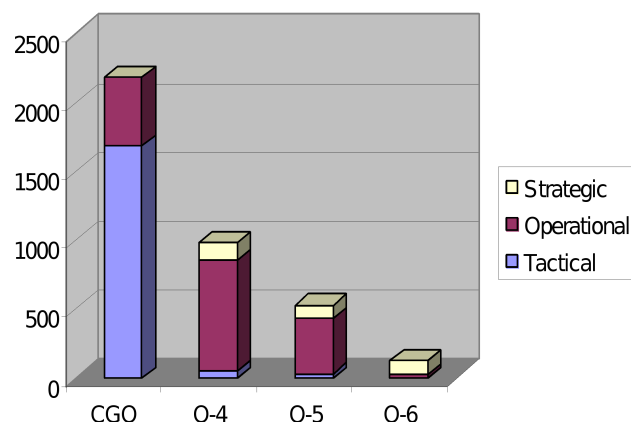


Notes:

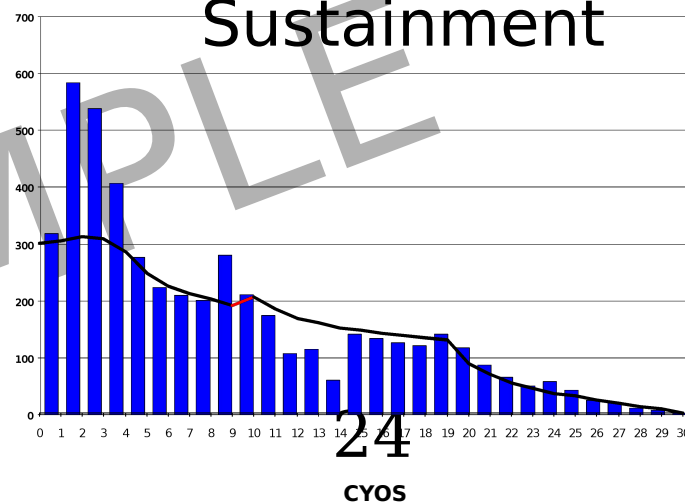
IPZ rates calculated AF wide

*CBMC open to Capt/Maj with 8-12 CYOS

Authorizations



Inventory vs Sustainment



System Support

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- What we have: T-ODP in AMS
 - Does not capture 3849 or SQ/CC SOI input
 - Limited in feedback capability to FD players
- What we need: ODP and the Force Development Tool Kit (FDTK)
 - Merge the pieces of FD: AMS, DE, SQ/CC selection, Mentoring/Feedback, ... into one support system
 - Reserve piece in second spiral of development
- Timeline: Kick off 30 Nov 04; IOC Jan 06
 - CellExchange on contract

***Bottom line: Build a little, test a lot...
!build a little, test a lot***

Developmental Identifiers (DIDs)

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- DIDs: Mechanism to track experience outside an individual's core ID or RDTM
 - First 3 digits define core ID, last 2 digits open for CFMs
 - Example: Personnel experience = 36PXX
 - 12 months minimum experience for award of DID
 - Approval authority: Officer's functional community
 - Awarded through the DT process
 - Assignment history reviewed by DTs to award

***AF/DP approved in Dec 04 with plan to
implement Spring 05***

Educating the Force

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Force Development Spread The Word Visits

**Release FD
PA Campaign**



**Nov - Dec 04
Fall DTs**

**May -Jul 05
Summer DTs**

- Assignment Vectoring
- SQ/CC Selection
- DE Prioritization

**20-22 Oct 04
DEDB**

**11 - 12 Jan 05
Enlisted FD IPT**

**1-3 Feb 05
CFM Wkshp**

**Mar - Apr 05
Spring DTs
Assignment Vectoring**

**22-26 Aug 05
DEDB**



What We Are Working On

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- Civilian Force Development
 - Automated Process for Collecting Career Development Plans
 - Leadership Development Opportunities
 - Linking education and training activities to enduring competencies
 - Integrating tactical, operational and strategic development programs

What We Are Working On

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□ **Civilian Force Development (cont'd)**

- Expanding Developmental Assignment Opportunities
 - Career Broadening Prgm robusted in 06 POM
 - Grows from 142 positions in FY04 to 339 by FY11
 - Allows career fields to target skill and experience gaps
- Identification of Key Positions below GS-15
 - A more focused approach to ensuring high potential employees have access to leadership challenges
 - Example: Deputy for Mission Support Group positions

Total Force Development

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□ Enlisted

- CMSgt Mgt Policy implemented in Dec 03
- DA IPT in January kicked off enlisted program
- DE for new CMSgts – Feb 05 implementation

□ Reserve

- RDEDB convened 7-8 Dec 04
- Development across categories (IMA, TR, AGR, ART)

□ Guard

- Goal is for Stat Tour DT to meet in Jun-Jul 2005, State DTs to meet in Aug-Sep 05

Force Development

What's Happened - Reserve

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Developmental Education

- **Education IPT Ongoing (Next Meeting Feb 05)**
 - **In-Residence DE Selection Process Changes Proposed to AF/RE**
- **Revised DE Selection Process**

Developmental Training

- **Analyzing Use of AFRC Professional Development Center Courses**
- **Examples include:**
 - **Junior Officer Leadership Development (JOLDS) Courses**
 - **NCO Leadership Development Program (NCOLDP)**
 - **SNCO Leadership Development Program (SNCOLDP)**

Developmental Assignments

- **Assignments IPT Ongoing**
- **Focus Areas**
 - **Work protocols for DE Follow on Assignments Using T-ODP**
 - **Modify Officer Development Plan as Tool for AFR**
- **DT Proof of Concept Teams Wrapping Up Test**
 - **Teams from Space, Intelligence, Legal, and Civil Engineering Communities**

Seeking to Capture Civilian Career Guidance and Misc Training Experiences

- **AF/RE Approved CONOPS 17 Sep 04**
- **AFR Position Sitting in AD Force Development Office**
 - **In Place in DPXF Jan 05**
- **AFRC Command Chief to Convene IPT Mar 05 to Formulate Enlisted FD Initiatives**
 - **IPT membership being finalized**
- **AF/RE's Force Development Execution msg transmitted to field 28 Dec 05**

Force Development

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Developmental Education

- **ANG FD CONOPS (in coordination) outlines overall DE strategy**
 - **Implementation of CONOPS requires examination of DE opportunities, expansion of distance learning opportunities, opportunities with AETC/AU**
- **Revised DE Selection Process**
 - **ANG IDE/SDE board met 8-10 November**
 - **Backfills provided to States for top candidates based on available resources**
 - **Candidate pool quality extremely high**

Developmental Assignments

- **ANG FD CONOPS outlines overall Developmental assignment strategy**
- **Focus Areas**
 - **Work protocols for DE Follow on Assignments Using ANG ODP**
 - **Modify AD Officer Development Plan for ANG**
- **Establishing DTs at the State and National Guard Bureau level**
- **AF/XPF (Future Total Force) and ANG/DP partnered to identify Total Force Developmental follow on Assignments**

Developmental Training

- **ANG FD CONOPS (in coordination) outlines overall Developmental Training strategy**
- **Implementation plan will identify problem areas with current ANG training, manpower policies, with recommended fix**
- **Developing automated ANG FD Tool Kit to standardize Developmental Team Processes**

Guidance and Misc

- **Full Time ANG Resource now assigned to AF/DPXF to lead the ANG FD Initiative**
- **Guard FD CONOPS complete and in coordination**
- **ANG FD plan rolled out to States at Senior Leader Conference in December 04**
- **Spiral rollout for CY2005**
- **Implementation plan development - Jan 2005**

Summary

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- Force Development, even in its infant stage, is working!
 - Very successful DEDB process
 - DT processes improving with each meeting
 - T-ODP quality/quantity significantly improving
 - Career field senior leaders have direct impact
- Critical stage for new initiatives
 - Requirements, Requirements, Requirements
 - Career Planning Diagrams
 - Steady State and DIDs
 - Developmental Education – How many AFIT slots?
- Now is the time to roll lessons learned from executing active duty officer FD into other parts of the Total Force

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